

Agency: Commerce, Community and Economic Development**Grants to Named Recipients (AS 37.05.316)****Grant Recipient: Aiding Women in Abuse & Rape
Emergencies, Inc.****Federal Tax ID: 92-0064944****Project Title:****Project Type:** New Construction and Land Acquisition

Aiding Women in Abuse & Rape Emergencies, Inc. - Extended Stay Shelter and Supportive Services

State Funding Requested: \$1,000,000
One-Time Need**House District:** Juneau Areawide (3-4)**Brief Project Description:**

Six units of safe and sober housing for women and families leaving AWARE's emergency safe shelter, communal space and office space for supportive services.

Funding Plan:**Total Cost of Project: \$4,691,000**

	<u>Funding Secured</u>		<u>Other Pending Requests</u>		<u>Anticipated Future Need</u>	
	<i>Amount</i>	<i>FY</i>	<i>Amount</i>	<i>FY</i>	<i>Amount</i>	<i>FY</i>
Federal Funds					\$1,000,000	
Rasmuson Foundation					\$676,000	
Other Funds			\$1,865,299		\$150,000	
Total			\$1,865,299		\$1,826,000	

Explanation of Other Funds:

*Other funds: Community Development Block Grant (CDBG) submitted December 4, 2009 by City and Borough of Juneau \$850,000;
Special Needs Housing Grant (SNHG)\$1,015,299 for new construction submitted Jan 11, 2010 by AWARE;
AWARE Capital Campaign \$150,000.*

Detailed Project Description and Justification:

The need for extended stay safe and sober shelter for AWARE's 30-day emergency shelter residents is well documented. In 2006, AWARE was accepted to the Foraker Pre-Development Program for consideration of this project. The Pre-Development Program moved forward with a needs assessment conducted by the McDowell Group, who determined that as many as 30-40 clients exit AWARE's emergency shelter each year with a need for long term housing and associated supportive services. There is not another supportive housing provider of this type in Juneau or Southeast Alaska. These unequivocal results led the Pre-Development Program to assign MRV Architects to meet with AWARE for concept design. With conceptual designs in place, cost estimates were prepared. AWARE is now working on its business plan and applying for funding to build the facility.

AWARE obtained site control of the property adjacent to the current emergency safe shelter in January 2008. The conceptual design includes six units of housing, and meeting and office space that will be ADA accessible and energy efficient. The project will provide space for a counselor to address substance abuse and trauma issues with women, multi-purpose space and children's space. The design is organized to make good use of the sloping land, with an attractive

building loosely inspired in its design by the Russian Orthodox cross.

The main entrance is accessed by a small bridge through the trees. The first section of the facility houses the main entrance, administrative offices, and small meeting room. This first area is seen as the gatehouse to the facility. The second section houses the multi-purpose room, the children's play room, and kitchen, with mechanical/storage below. The third section houses four two-bedroom and two efficiency apartments. The efficiency apartments are located in the center and have acoustical separated doors to the adjacent bedrooms to allow for flexible expansion of the apartments, depending on the needs of the families being served. There are transition zones between the three sections that house support components: elevator, stairs, restroom, meditation room, laundry, janitorial, and youth computer area.

Project Timeline:

Spring 2010 - Notification of Grant Awards (CDBG and SNHG)

- Interview/select Project Developer/Manager and Architect
- Begin Environmental Review and Permitting Process

Spring 2011 - Evaluation and Selection of Contractor

- Begin Site Preparation & Development; Footings & Foundation

Fall 2011 - Exterior Closure completed; Interior Framing, Rough-in begins

Spring 2012 - Project Completion

- Owner Occupancy, Training, and Move-In

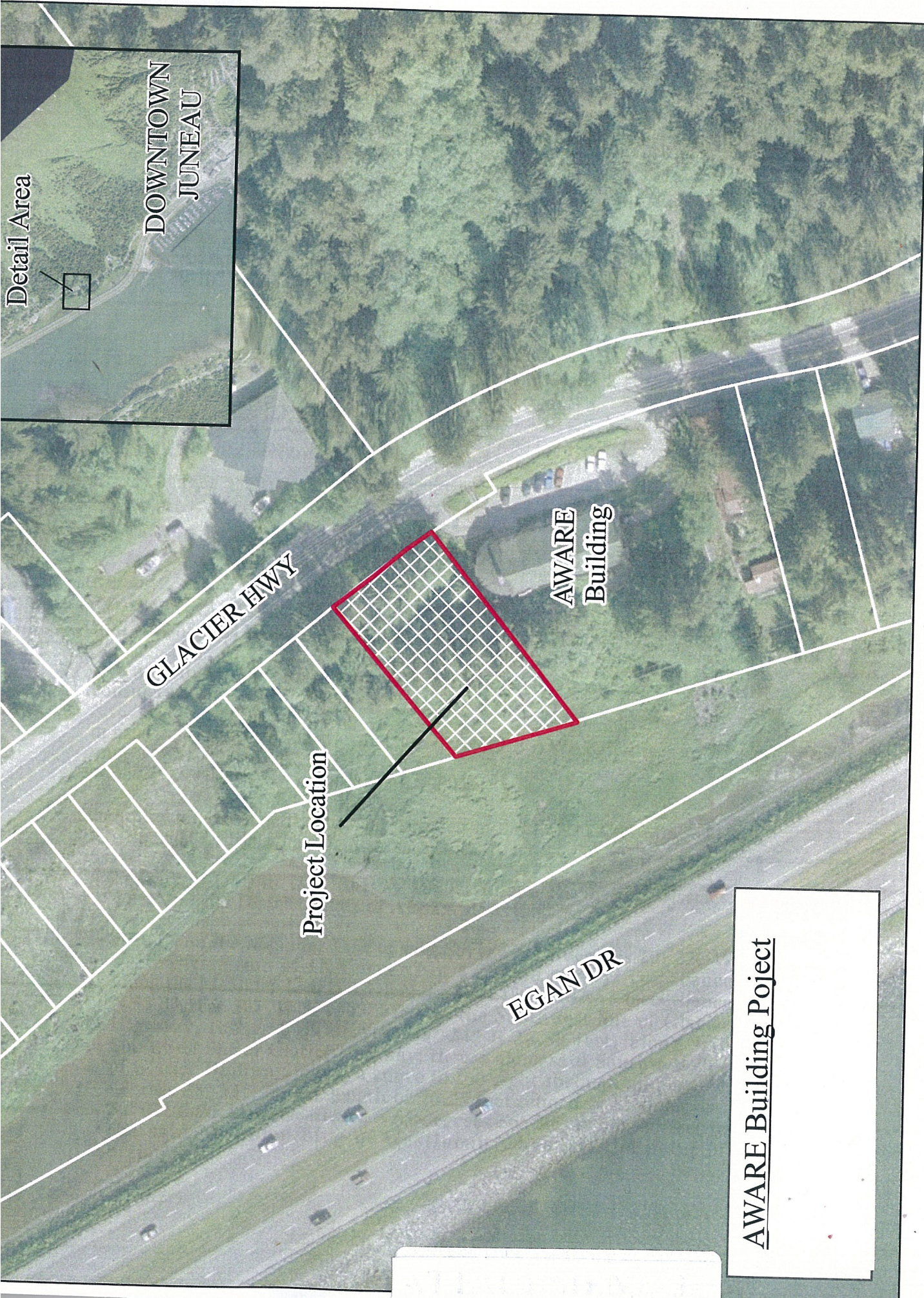
Entity Responsible for the Ongoing Operation and Maintenance of this Project:

AWARE, Inc.

Grant Recipient Contact Information:

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Has this project been through a public review process at the local level and is it a community priority? ☒ Yes ☐ No



AWARE Building Project

***Demand Assessment
Transitional Housing Facility in Juneau***

Prepared for:
Foraker Group

August 2008

Demand Assessment Transitional Housing Facility in Juneau

Prepared for:
Foraker Group

Prepared by:



Juneau • Anchorage

August 2008

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Key Findings and Recommendations

The purpose of this research was to assess demand and key factors for success for a transitional housing facility in Juneau, Alaska that targets victims of domestic violence and their families. McDowell Group performed the study for the Foraker Group on behalf of AWARE (Aiding Women in Abuse and Rape Emergencies).

Researchers conducted telephone interviews with managers/directors of similar facilities in Alaska communities and other states, as well as with providers of transitional housing in Juneau, local housing experts, public safety experts, and social service organizations serving the local target population. For reasons of confidentiality, the McDowell Group did not attempt to interview potential clients of the proposed facility.

Local Demand for Transitional Housing

ANALYSIS OF AWARE CLIENTS

AWARE managers believe that at least 30 to 40 clients exit the shelter each year with a need for transitional housing and associated supportive services. This estimate is based on 2006, 2007 and 2008 occupancy rates (an average of 105 clients per year) and the level of interest that has been expressed by shelter clients over those years. AWARE staff estimate that the average length-of-stay these clients need ranges from 3 to 24 months.

EXISTING TRANSITIONAL HOUSING IN JUNEAU

Information from local transitional housing providers indicates 20 apartments and 71 efficiencies or dormitory-style beds of transitional housing in Juneau (not including short-term emergency shelters). Those providers serve a variety of populations, and interviews indicated that a high percentage of tenants have experienced domestic violence or are attempting to leave a dangerous domestic situation. However, no existing transitional housing programs are designed specifically for victims of domestic violence and their families, and none of the low-income or transitional housing programs in Juneau offers more than limited supportive services on site. In its 2005 report, *A Roof Over Every Head in Juneau*, the Juneau Homeless Coalition called for an additional 50 units of transitional housing by 2010.

CONCLUSIONS

Issues of safety and confidentiality make it difficult to pinpoint the number of domestic violence/sexual assault victims who need transitional housing in Juneau at any given time. However, research indicates there is unmet need for transitional housing in general and especially for a specialized facility coupled with supportive services designed for the AWARE target population. The conclusion is reinforced by Juneau's perpetually tight housing market (vacancy rates are typically 4 or 5 percent) and long wait-list for government housing subsidies, both of which make it especially difficult for "marginal" tenants to find affordable accommodations.

The premise that AWARE's target population is underserved is further supported by the fact that most transitional housing in Juneau is single or double occupancy. Only 20 units are suitable for families, and only

15 of those are associated with any supportive services. None are equipped with security features or procedures designed for domestic violence situations.

CAPACITY OF FACILITY

Discussion with AWARE management indicates that the facility they currently envision might consist of 5 to 10 units. AWARE hopes the design will allow at least some of the interior spaces to be re-configured to accommodate changes in the distribution of individuals and families over time. Given the level of interest shown by former AWARE clients, the waiting list at Society of St. Vincent de Paul, and the general consensus among those interviewed that transitional housing needs are under-served, it is highly unlikely that a facility of 5 to 10 units would exceed current demand.

These conclusions suggest it is not necessary to start with the smaller number of units and to phase in more over time from the perspective of demand. However, a phased project may be worth considering to minimize strains on AWARE's existing operations and to promote an organized "learning curve" for the new services. Although the target population for the housing facility is a subset of AWARE's existing clientele, many of the goals and services associated with transitional housing are quite different from those of an emergency shelter.

Best Practices for Transitional Housing

Successful transitional housing programs focusing on domestic violence victims often share the following characteristics: 1) mission and philosophy that address the safety, empowerment, and independence and women and their families, 2) co-location with an emergency shelter and/or administrative building/offices or a campus design that groups a shelter, housing facility and administrative space in nearby structures, 3) capacity for an 18-to-24-month length-of-stay, 4) defined criteria for eligibility and clear expectations for tenant conduct and participation, including payment of rent, 5) a range of supportive services tailored to the target population, 6) partnership with other service providers and community organizations, and 7) a diversified, stable funding stream that supports the bulk of administrative and operational costs, since rents have proven to be an unreliable source of funds. These factors are discussed in the body of the report.

NEED FOR SUPPORTIVE SERVICES

It is worth stressing that understanding client needs and providing the right supportive services likely will be key to the success of the proposed housing. At issue is how to make the housing truly "transitional." That is, how to ensure that tenants become ready and able to secure and maintain permanent housing. In some situations, it has been shown that services must follow tenants after they leave transitional facilities in order to stabilize them in permanent homes. This, of course, requires additional resources.

The potential list of services associated with victims of domestic violence and sexual assault is large (see, for example, pages 22 and 23). Significant planning attention should be given to the services that will be offered, how they will mesh with AWARE's current services, how they will combine to make tenants ready for permanent housing, and how they will be funded.

Purpose

The purpose of the research is to estimate demand and key factors for success for a transitional housing facility in Juneau. The prospective location is adjacent to the AWARE shelter. The facility is to be owned and operated by AWARE.

The primary target population is AWARE clients who have reached the end of their 30-day maximum stay in the shelter and who require additional assistance to make a stable transition back to the community.

Research Tasks

The McDowell Group conducted two types of research activities:

- Potential models and best practices: Secondary research and interviews with managers/executive directors of existing transitional housing facilities that serve the victims and families of domestic violence and sexual assault
- Local demand for transitional housing: A series of semi-structured telephone interviews with Juneau-area transitional housing providers, low-income housing experts, public safety experts, and social service organizations that serve the target population

Interviews included the following organizations:

LOCAL

- Alaska Housing Finance Corporation (AHFC)
- Alaska Housing Development Corporation (AHDC)
- Society of St. Vincent de Paul (St. Vincent's)
- Gastineau Human Services (GHS)
- Tlingit & Haida Regional Housing Authority (THRHA)
- Juneau Alliance for Mental Health, Inc. (JAHMI)
- Juneau Youth Services (JYS)
- JRE Real Estate (JRE)
- Alaska Legal Services Corporation
- Bartlett Regional Hospital Social Work Department (BSW)
- The Glory Hole
- National Council on Alcohol and Drug Dependence – Juneau Office (NCADD)

- Rainforest Recovery Center (RRC)
- Southeast Alaska Family Evaluation Advocacy Center (SAFE)
- Zach Gordon Youth Center

ALASKA

- Abused Women's Aid In Crisis (AWAIC) Harmony House (Anchorage, AK)
- The LeeShore Center (Kenai, AK)
- Tundra Women's Coalition (Bethel)

OUTSIDE ALASKA

- Center for Women & Children in Crisis (Provo, Utah)
- Bradley-Angle House (Portland, Oregon)
- Pathways for Women (Lynnwood, Washington)

Local Transitional Housing Providers

Introduction

Transitional housing fills the gap between emergency services and permanent housing. Emergency shelter is typically available for no more than 30 days, transitional housing up to 24 months. The need for safe, affordable housing for victims of domestic violence and sexual assault in Alaska, as well as across the United States, is well documented. With the lack of access to housing options, women attempting to leave an abusive relationship are oftentimes forced to return to unsafe homes, live in substandard conditions, or become homeless. A recent report from the US Conference of Mayors concluded that domestic violence is a primary cause of homelessness in cities across the country.

Recognition is also growing that domestic violence victims often need specialized living conditions and services in order to obtain stable, long-term housing. Transitional housing allows victims to break the cycle of seeking emergency care, oftentimes repeatedly, without the resources to secure a safe, stable home for themselves and their children. Among the needs of abused women is longer-term transitional housing in a secure space combined with services such as counseling, employment training, childcare, etc.

At the same time, lack of affordable housing in Juneau has been recognized as a high priority community issue.¹ Alaska Housing Finance Corporation reports 334 Section 8 vouchers active in July 2008, with a waitlist of 280 individuals or families.

Number of Transitional Units in Juneau

There are five primary providers of transitional housing in Juneau –Society of St. Vincent de Paul, Tlingit and Haida Regional Housing Authority, Gastineau Human Services, Juneau Alliance for Mental Health, Inc., and Juneau Youth Services. Based on interviews conducted with these transitional housing providers, McDowell Group identified 20 apartments suitable for families and 71 efficiencies or dormitory-style beds of transitional housing in Juneau (see table on following page). All providers reported high demand and waitlists of varying length. No specific plans for developing new transitional housing were identified.

Society of St. Vincent de Paul recently completed seven new, one-bedroom apartments, but operates them as permanent housing. St. Vincent's plans to reduce its current stock of transitional housing units from 15 to 10. This is not because of lack of demand, but because the agency believes it can have more impact on homelessness by focusing on supported, permanent housing. Tlingit & Haida Housing Authority expressed interest in developing additional transitional housing, but has not planned a facility nor sought funding.

¹ Juneau Compass Community Assessment, 2005 - 2006

Organization	Transitional Apartments	Transitional Beds or Efficiencies	Target Population	Wait List	Supportive Services
Society of St. Vincent de Paul	15 (St. Vincent's plans to turn 5 of these units into permanent housing next year)		All low income	3 months	Childcare, food vouchers, case mgmt.
Tlingit & Haida Housing Authority	5	6	Low income, Native only	Varies	Assistance to find housing
Gastineau Human Services		24	Substance abuse, mental health issues, former prisoners; no children	Varies	Comprehensive services
Juneau Alliance for Mental Health, Inc.		Up to 23	Mentally ill; no children	Varies	Nursing, medication mgmt., counseling, group therapy, activities
Juneau Youth Services		18	Youth 18 to 21	13 units are new as of January 2008. 7 of those are currently vacant	Individual and group therapy, life-skills, employment counseling
Totals	20 Units	71 Beds			

The chart does not include the beds at Juneau's two emergency shelters, AWARE and the Glory Hole. Neither facility functions as transitional housing, since neither can provide stays long enough to stabilize homeless individuals or families and prepare them to secure long-term housing.

Summary of Transitional Housing Provider Interviews

The following organizations represent all the transitional housing in Juneau that the study team was able to identify:

Society of St. Vincent de Paul

Society of St. Vincent de Paul provides transitional and permanent housing for people who are homeless, victims of domestic abuse, or have a disability. St. Vincent's has 15 transitional apartments for homeless families and eleven for single homeless adults. They have 30 scattered-site, permanent housing units for low-income and senior residents. In 2007, St. Vincent's served 132 clients, including adults and children, in their transitional housing units (31 single clients and 33 families). Applicants must undergo a background check and verification of income. Those with a history of perpetrating domestic violence/sexual assault are not eligible, and families with history of domestic violence may not be housed together. Single victims of domestic violence are housed with other single clients. The most typical victim of domestic violence coming to St. Vincent's tends to be a young mother (19-27 years old) with two to five children.

Clients can stay in the transitional units for up to two years and can re-apply for another two-year stay after their time has ended. There is a waiting list year-round, and the wait time has grown from one to three months.

As recently as 2005, St. Vincent's had planned to increase its stock of transitional housing. However, the agency has altered its strategy and now plans to shrink its transitional housing program by five units next year in favor of providing additional permanent housing that is linked to supportive services. Currently, St. Vincent's provides monthly food vouchers and has a site manager who answers questions and refers clients to service providers/agencies in town. Residents also have access to free (grant-funded) childcare.

Tlingit & Haida Regional Housing Authority (THRHA)

THRHA partners with 12 communities around Southeast Alaska to provide affordable housing. THRHA provides Native housing under the Native American Housing and Self-Determination Act (NAHASDA) and also operates public housing programs open to all applicants. THRHA currently has eleven transitional housing units in Juneau that provide housing to Alaska Native and or American Indians. There are two 2-bedroom units (furnished), three 3-bedroom units (unfurnished), and six efficiency units (furnished). In 2007, they provided transitional housing for approximately 47 people. To be eligible, tenants must be at or below 80 percent of median income and hold a tribal enrollment or Certificate of Degree of Indian Blood card. T&H Housing Authority has a waitlist, which varies constantly. Clients can stay for a maximum of six months, and extensions or readmission is an option for unusual circumstances. T&H Housing Authority assists clients in finding permanent housing, with T&H, another local housing provider agency, or within the private sector.

A number of their clients are families or individuals moving to Juneau from outlying villages are seeking employment. T&H staff believes this demand is increasing due to the severe economic situations in the villages. They do provide transitional housing to clients who are victims of domestic violence, and they are generally referred by AWARE. Should additional funding become available, T&H would be interested in developing additional transitional housing units.

Gastineau Human Services (GHS)

GHS's Juno House provides transitional housing for the homeless, adults with substance abuse/mental health issues, and adults transitioning from incarceration into the community. The program serves victims of domestic violence (as well as perpetrators) but does not accept children. The Juno House has 24 beds and served approximately 100 clients between July 2007 and July 2008. Clients must be age 18 or older, possess the ability to engage in daily self-care and independent living skills if diagnosed with a substance abuse/mental health disorder, and have recently completed a substance abuse/mental health treatment program or are currently enrolled, and agree to comply with all Juno House program rules and regulations. There is a one year limit for tenancy but extensions are common and given on a case by case basis. Program fees are \$375 a month; this covers case management services, rent, bed linens, utilities, local telephone, basic cable and laundry. Residents must pay for their own food and toiletries.

According to Juno House staff, the return rate is high among clients and the demand for transitional housing in Juneau is growing. Generally speaking, the summers tend to be the slowest season, because many

homeless clients camp during summer months, but this summer has particularly busy. There is a loose waiting list and substantial unmet demand. There are no plans to develop additional units at this time.

Services available to tenants are case management, group and individual counseling, substance abuse/mental health treatment, anger management, batterer's intervention program, Moral Reconciliation Therapy (MRT), medication management, career counseling (GED/vocational training), and recreational therapy.

Juneau Alliance for Mental Health, Inc. (JAMHI)

Among other housing options, JAMHI provides transitional housing to severely mentally ill adults. Roughly one-third of their transitional housing clients are victims of domestic violence, but the victims must also have a mental illness in order to be eligible for JAMHI housing. They do not accept children. Domestic violence victims who do not have a mental illness are referred to AWARE.

JAMHI typically uses 19 beds for transitional housing, but has the potential to accommodate 23 people. There is no limit on length of stay. Clients pay one-third of their monthly income in rent, \$290 to \$330 per month on average. Services at JAMHI's transitional housing units include nurse supervision, medication administration, counseling, group therapy, and activities (shopping trips, barbecues, trips supervised by ORCA, etc.). The facility also serves lunch at no extra cost to residents.

JAMHI staff said they have not seen an increase in demand for transitional housing, but that the existing demand has never been met. JAMHI has no plans to develop additional units at this time. Staff estimate that no more than 15 percent of JAMHI's housing residents are candidates for permanent, unsupported housing.

Juneau Youth Services (JYS)

JYS serves youth ages 18 to 21 in need of transitional housing. They have 18 units, although one of the beds is reserved for 16 to 18 year olds and is located at Cornerstone Emergency Shelter. The maximum stay for this bed is a few months. Children under 18 are not allowed in the other units. Thirteen of the seventeen transitional units are new as of January 2008, and seven of the units are currently vacant. Most JYS transitional housing clients have experienced domestic violence in their past, but few come directly from domestic violence-related situations.

Applicants are given a substance abuse/mental health clinical assessment before being accepted into JYS transitional housing. They can stay for a total of 18 months, or if they enter before their 22nd birthday, they can stay until age 23. Clients often stay for just a few months then move to permanent housing, but those who do not complete the JYS program are more likely to return. Extensions are not permitted. About one-third of clients pay some amount or perform community service toward their rent costs.

Services offered include individual and group therapy and independent living skills instruction (budgeting, job counseling). JYS also refers clients to agencies throughout the community for additional services. JYS staff believe a high-cost rental market has increased demand for transitional housing. Those with low earning potential coupled with any family or behavior problem have difficulty finding housing in the private sector. Additionally, youth with extensive needs often come to JYS before JAMHI because of age or capacity limits at the latter.

Local Housing Experts

Attempts were made to contact additional business and organizations with expertise in the local housing market. Two private property management companies declined to be interviewed. In addition, the head of the Juneau Housing Coalition, an affordable-housing action group, recently moved out of state and was not available.

In general, interviewees did not have information on the amount of demand among domestic violence victims for transitional housing. However, they stressed that, from their perspectives, providing supportive services along with housing was key to serving that population.

Alaska Housing Finance Corporation (AHFC)

AHFC is a self-supported public corporation that operates a wide variety of housing programs throughout the state. AHFC reported Juneau stock of 207 low income apartments scattered between three sites: Geneva Woods on Douglas Island (25 units), Cedar Park in West Juneau (75 units), Riverbend Park in the Mendenhall Valley (45 units) and Mountain View in the downtown area (62 units, seniors and disabled adults). In addition to the low income units, HUD Section 8 vouchers are available for income eligible adults, and these vouchers can be used for residences owned privately as well. There are currently 334 single adults and families utilizing vouchers in the community, 280 families on the waitlist, and consistent high demand for low-income housing in Juneau.

AHFC is in daily contact with local service providers such as AWARE, TANF/public assistance, Tlingit & Haida family services, and Office of Children's Services, usually for verification of housing, services or income. Approximately ten percent of tenant applicants are referred to AHFC from the AWARE Shelter and are given "DV Preference." This designation allows an applicant's request for tenancy to be expedited due to need for safe housing. An AHFC representative said a transitional housing facility developed for victims of domestic violence/sexual assault would "consistently be full...there is a lot of unmet need." According to AHFC, AWARE clients face a difficult transition to permanent housing because their personal situations are typically under great stress.

Alaska Housing Development Corporation (AHDC)

AHDC is a private corporation that operates the Gruening Park, Ravenwood and Eaglewood housing complexes, a total of 136 "affordable housing" units. AHDC considers individuals with substance abuse/mental health issues, as well as the homeless and veterans, to be underserved in Juneau. AHDC does not view victims of domestic violence/sexual assault as underserved, but a representative said existing programs are not sufficiently subsidized to cover first months rent, security deposit, and utilities. The representative welcomed development of a transitional housing facility for victims of domestic violence/sexual assault and their families, provided it offers services such as training in financial management/budgeting, counseling, case management, and services for children.

JRE Real Estate

JRE Real Estate manages between 75-100 properties locally, with 35 units specifically designated as low income. Demand for these properties is high, but many applicants do not qualify due to insufficient income, and some units are in poor condition. Applicants for commercial rentals typically are not asked whether they are coming from an unsafe domestic situation.

A representative for the firm said her experience suggests that there is a higher incidence of domestic violence in the community than is generally perceived. The representative said from JRE's perspective, the key to serving domestic violence victims is to provide the right services, including case management.

Social Service and Safety Organizations

Interviews with organizations that serve domestic violence victims as a portion of their target populations tended to agree there is a need for the type of transitional housing AWARE is exploring. All the agencies said they refer clients to AWARE, but most also said their clients are reluctant to disclose involvement in a domestic violence situation. This is an indication that AWARE, as the key point of contact in the community for services to domestic violence victims, is strategically placed to provide transitional housing and supportive services to this population.

Alaska Legal Services Corporation

Alaska Legal Services Corporation provides legal services to those who cannot afford them. The agency has contact with single women or women with children in need of housing three or four times per month. She said most of the women coming to the agency for legal services do not want to disclose any past or present domestic violence. When a client discloses past or current problems with domestic violence, particularly if they are seeking a protective order, separation or divorce, the agency will refer the client to AWARE. AWARE, in turn, refers at least two clients per month to the agency for legal assistance.

Bartlett Regional Hospital, Social Work Department (BSW)

Bartlett Social Work Department provides information, referral, crisis intervention, case management and discharge planning services to in-patients and out-patients at Bartlett Hospital. BSW includes past history/present experience with domestic violence/sexual assault in the initial nursing assessment. If DV/SA is disclosed, an additional assessment is used to gather more information and the patients are referred to a staff social worker, who meets with the patient to discuss options available for support. Depending upon circumstances, patients are referred to the AWARE Shelter or shelter staff is called to meet with the patient at the hospital. Juneau Police Department is also notified if necessary.

Based on BRH's experience, there are a significant number of single women or women with families in need of transitional housing in Juneau. A representative of BRH said there is a lack of safe, secure transitional environments in the community.

The Glory Hole Homeless Shelter

The Glory Hole is primarily a soup kitchen with a small emergency shelter for adults. Since shelter is provided only on a very temporary basis, the Glory Hole does not function as transitional housing. The shelter has 40 beds - 30 for men and 10 for women. The women's beds have had 30 percent occupancy on average in the past six months and this has been the standard rate of occupancy since the beds became available several years ago.

The Glory Hole does not ask clients for information about potential domestic violence situations. The Glory Hole refers women to the AWARE shelter once or twice a week, but finds that most women who arrive at the Glory Hole are wary of institutional settings and don't want to pursue services with AWARE.

National Council on Alcohol and Drug Dependence (NCADD)

NCADD provides education, information, and advocacy in the fight against alcoholism and other drug addictions. NCADD typically does not have contact with single women or women with children who have/are experiencing domestic violence and/or homelessness. Staff ask during an intake assessment whether there are any issues of this kind, and on average makes one referral per month to the AWARE Shelter. Staff occasionally contacts the Office of Children's Services if child abuse or neglect is suspected or disclosed. Of 300 assessments completed annually, about 25 clients (8 percent) disclose past/present experience with domestic violence. A representative said that there is a need for more transitional housing in general, but did not identify any particular populations in Juneau as underserved.

Rainforest Recovery Center (RRC)

RRC provides treatment services for people with substance abuse/dependence and other dependence disorders. Approximately 20 percent of Rainforest clients disclose past/present issues with domestic violence and/or homelessness. This type of history often triggers relapses, and is always addressed during intake and/or therapy sessions. Both the inpatient and the outpatient treatment programs offer a one-hour presentation on domestic violence/sexual assault, as well as services offered through their agency, from AWARE shelter staff. Some Rainforest clients have used the AWARE shelter services and been asked to leave due to noncompliance with AWARE policies (usually substance abuse while in the facility). Rainforest Recovery Center refers female clients to the AWARE shelter once per month on average.

Southeast Alaska Family Evaluation (SAFE) Child Advocacy Center

SAFE is a program of Catholic Community Services that intervenes for the safety, well-being and healing of abused children. SAFE makes referrals to the AWARE Shelter three to four times a year. During intake assessments, clients and their families are asked about past/present experience with domestic violence/sexual assault, but disclosure is optional and inconsistent. SAFE estimates that approximately 30 percent of clients have a history of domestic violence/sexual assault that is disclosed during intake, and another 15 percent most likely have history but do not disclose this to the agency. A representative said about 30 percent of SAFE clients are currently working with AWARE.

Zach Gordon Youth Center

The Zach Gordon Center provides safe, drug-free, recreational space and activities for Juneau teens and young adults. According to a representative, at least seven women (age 14-21) come to the Center weekly in need of housing, and at least half of these women have children. The Center provides referrals to local agencies and support with applications and paperwork for housing, but often the young women give up because the paperwork is lengthy and required documentation is difficult to obtain.

A representative said that young women who come to the Center are reluctant to disclose a domestic violence situation. The agency makes referrals to the AWARE on average ten times per month, as well as Juneau Youth Services, Tlingit & Haida Housing Authority, and the Juneau Adult Education Center.

Lessons and Best Practices

Interviews with existing transitional housing programs serving domestic violence victims, together with secondary research on transitional housing programs in general, suggest a number of lessons and best practices. This section of the report summarizes those interview results and then discusses themes that emerged from these two research activities.

Interviews with Transitional Housing Providers in Other Communities

Abused Women's Aid in Crisis (AWAIC), Anchorage, Alaska

AWAIC is a domestic violence shelter that operates a transitional housing program called Harmony House. The housing facility is located next to the emergency shelter, campus style. It is a two story building with five private rooms on each floor and a common living space (living room, kitchen and locker room style bathroom). Clients must be single women without children, and have recent history of intimate partner violence (within last 1-3 years).

There is no requirement for placement at the emergency shelter before moving into Harmony House. Women being released from prison often use the transitional housing services. Clients are able to stay eighteen months and are allowed one 6-month extension (these are the guidelines under the Violence Against Women Act (VAWA) grant that provides substantial funding for the facility). Funding is also provided by Bridges to Success (the Alaska Native Justice Center), which pays for all program costs for women transitioning from prison. Community partners of the program are local treatment providers, the Salvation Army, and Nine-Star (job training program).

One full time case manager oversees all aspects of the transitional housing program. Clients are charged a flat fee of \$385/month and a \$150 security deposit that can be paid in three installments. Many tenants are not able to pay regularly, and Harmony House has learned not to depend on participant fees for program support, according to a representative.

Clients are not required to participate in services. They choose which services they want and participate as needed. New clients are strongly encouraged to participate in services, particularly group counseling. However, many women come directly from shelters where they participated in a group and don't feel a need to continue. New clients are also encouraged to accept case management services. The women tend to distance themselves from the services after they have been in the program for a while. Maintaining regular client contact through telephone calls has worked to offset this tendency.

There are no formal leadership roles for tenants. However, tenants facilitate weekly house meetings to discuss program-related concerns and to resolve conflicts and difficulties between residents. Harmony House has determined that weekly meetings are key to maintaining an effective program and healthy client relationships.

Services available through the transitional housing program include:

- Case management
- Support groups
- Job training
- Substance abuse/mental health treatment (outside agencies)
- Children's support groups/individual counseling
- Youth center
- Legal advocacy
- Transportation assistance (rides, bus tokens)

There is no formal program evaluation of the program. However, a general questionnaire is given to all clients of both the emergency shelter and the transitional housing program.

LeeShore Center Transitional Housing Program - Kenai, Alaska

The LeeShore Center opened as an emergency shelter in 1985. The transitional housing program was established in 1990. Transitional housing is located in a separate building about one mile from the emergency shelter and administrative offices. The facility is a converted duplex. One full-time program manager provides direct services to clients and is responsible for maintenance of all program records and reports. One full-time advocate works the night shift, and two full-time advocates work the day shift as case managers.

Women who are homeless for any reason — coming from a substance-abuse treatment program, living with friends and family but not working, or coming out of the emergency shelter — are eligible for transitional housing services. Tenants may stay in the program for a total of two years, with an additional year of follow-up services available through telephone checks. Tenants are required to pay 30 percent of their income. If they have no income, they are not charged. If they receive food stamps, they contribute 80 percent of their food stamps to the program.

The program was originally established with a HUD Continuum of Care grant and is supported by HUD funds, AHFC matching funds, and LeeShore Center program receipts. A SAHMSA grant has funded a substance-abuse counselor. However, working with clients who have substance abuse issues has been difficult because therapeutic approaches are different, so this can be problematic for program management.

An important lesson has been the need for someone on staff 24 hours per day, particularly with clients who have history of substance abuse issues. There is danger of relapse, and a facility can turn into a “party house” if this is not closely monitored and supervised according to program staff.

Community partners of the transitional housing program are the Salvation Army, local churches, school district, treatment centers, OCS, disability providers, and local tribe. Continuum-of-care meetings are held quarterly.

Program evaluation information is collected through an anonymous client survey at the time of discharge. An annual program evaluation is conducted by the board of directors, with one component of the program being selected yearly for particular scrutiny.

Supportive services available to the tenants are:

- Individual counseling/support with advocates - daily
- Support groups - daily
- Community support groups – AA, 2 per week
- Educational classes
- Life-skills training – finances, budgeting, cooking
- Parenting classes
- Children’s services
- Education and job training
- Computer tutorials, resumes
- Outside referrals

Tundra Women’s Coalition Transitional Housing Program – Bethel, Alaska

Tundra Women’s Coalition operates a domestic violence shelter. The transitional housing program was added in 2005 and operates using a scattered-site model. Two separate houses are located outside the center of town, two to three miles from the emergency shelter and administrative offices. One house was recently converted to 2 two-bedroom units with separate laundry facilities, and the second house has four bedrooms and houses one family.

There is one full-time staff position that provides all case management and direct services as well as management of the properties. All clinical services are provided by agencies in the community. Women who are victims of domestic violence or sexual assault and have stayed in the emergency shelter are eligible for the program. Children are accepted. Tenants are able to stay up to one year. Extensions are not available. Tenants are charged ten percent of their income. If tenants are not employed but have unemployment income, TANF, SSI, or child support, they pay from those sources.

The transitional housing program is funded through a HUD Continuum of Care grant and AHFC. Community partners of the program are the Orutsarmuit Native Council local tribe (ONC), the Association of Village Council Presidents, Yukon Kuskokwim Health Corporation, Office of Children’s Services, the recovery community (AA/NA meetings), and local churches.

The Tundra Women’s Coalition doesn’t follow a formal program evaluation model. Administrative staff meets with representatives from funders, completes quarterly grant reporting, and has staff meetings twice monthly to evaluate the individual success of tenants as well as success of the program as a whole.

Combining case manager and landlord duties into a single position has been a challenge due to the alternating enforcing vs. supportive role. Program oversight is very important and plays a significant role in holding clients accountable. The program works to maintain clear boundaries, expectations, and rules with clients. Check-ins are frequent to make sure clients are progressing and expectations are being met. During the initial application/intake process, it is very important to understand clients' individual challenges and goals and their expectations of the program. This means an interview process that is formal and well developed.

Supportive services available to the tenants are:

- Case management
- Support groups
- AA meetings
- Art therapy group
- Spiritual support group
- GED tutoring
- Limited transportation, taxicab vouchers
- Children's services
- Referrals to local tribe for parenting support, home visits
- Childcare during support group 1 x/wk
- Children's group 1 x/wk

Center for Women and Children in Crisis (CWCIC) – Provo, Utah

The transitional housing facility is co-located with an emergency shelter and has an administrative office, common area/group therapy room, children's playroom, and eight separate apartments. The building is designed to have a "clubhouse" feel. Clients are able to stay one year and may apply for two six-month extensions. To be eligible for the program clients must be homeless, spend 30 days in the emergency shelter, and have a history of domestic violence. Clients are required to pay 30 percent of their income. Most are employed at least part time.

The program is funded by an Office of Violence Against Women (OVW) Transitional Grant, the Provo United Way, HUD Continuum of Care grants, and CWCIC program receipts. Community partners are the Affiliated Family Treatment Center, Dept. of Child and Family Services (OCS), Dept. of Workforce Services, Utah Valley State College Turning Point Program, Children's Justice Center-Utah Valley, Community Action (Food and Care Coalition-local homeless coalition), Utah City and Provo City Housing Authority, and the Provo and Orem Police Departments.

There is no formal evaluation process. The CWCIC Executive director and Transitional Housing Case Manager meet bi-annually to review number of bed-days and case management hours and to review each tenant's history to determine whether adequate progress is being made.

The program has found it important to have an “open door policy” that encourages tenants to bring issues to the attention of case managers. This promotes a relationship of trust that makes management of facility and case management more effective. Like Tundra Women’s Coalition, combining the duties of landlord and case manager has been problematic because the enforcement and support roles tend to conflict with each other in the eyes of the tenant.

Supportive services are available to clients are:

- Life-skills Training (financial management/budgeting)
- Case management, at least 1x/wk – review goals on action plan
- Individual therapy, both on and off site providers
- Weekly support groups
- Family activities/recreational therapy
- GED tutoring/preparation
- Resource referral
- Transportation/bus tokens
- Internet, computer training
- Parenting Classes
- Monthly tenant meetings

Bradley-Angle House – Portland, Oregon

Established in 1975, the Bradley-Angle House started as an emergency women’s shelter and later developed two transitional living programs, the Andrea Lee Transitional Housing Program and the HUD Horizons Program.

The Andrea Lee Program is housed in the same building as the emergency shelter. There are eight units; all are independent apartments. There are no common areas in the building. To be eligible for the program, clients must be survivors of domestic violence, be willing to participate in all of the programming, meet HUD income guidelines, and have children. Potential clients who are homeless and do not have a source of income are referred to the emergency shelter first. All tenants of the Andrea Lee Transitional Housing Program pay 30 percent of their monthly income, which goes into a non-interest-bearing account and is returned to the client when they complete the program. This money is used for first month’s rent and security deposit for permanent housing, purchase of a car, or other expenses promoting self-sufficiency. Tenants may stay up to 12 months, but most stay 9 months, which is the goal of the program. Two full time case managers and one full-time youth coordinator supervise the program. Supportive services are:

- Intensive case management
- Support groups
- Children’s groups
- Advocacy (housing, legal, employment)

- Bus tickets (no other transportation is provided)
- Information and referrals
- Basic needs, toiletries
- Life-skills training
- Individual development account (IDA)

The HUD Horizon Program is a scattered-site transitional housing program that provides individual apartments. The program typically serves 10 families with about 30 youth in the program at any time. Participants can stay in the program for up to 2 years but most graduates in less time. Extensions are not available. Eligibility requirements are the same as for the Andrea Lee Transitional Housing Program. When clients are not appropriate for the shelter site (various reasons-cultural barriers, family size) they are housed in the Horizon Program. One full-time case manager administers the program. The administrative office is located at the Andrea Lee/Bradley Angle House building. The case manager/advocate checks in with clients twice monthly through home visits and more frequently by telephone. Clients are offered intensive case management services and participate in a variety of community-based services.

Community partners of both the Andrea Lee Transitional Housing and HUD Horizons Program are Volunteers of America of Oregon and the Oregon Department of Human Services (including OCS and TANF). Major funders of the program are Multnomah County, a HUD Continuum Of Care Grant, HUD Horizons Fund, and an OVW Grant.

There is no formal program evaluation process. However, clients complete a post-program survey upon exit and are invited to share any complaints or grievances with staff. Administrative staff discusses any program changes that need to be made based upon survey responses.

The Bradley-Angle House programs have determined that transitional facilities for domestic violence victims should undertake “a serious evaluation of the safety of sites (location of building, barriers to visibility such as trees, whether windows or accessible from the outside, and installation of locks and an intercom system)”. The facility experienced an incident in which a perpetrator came onto the property and attempted to enter a secured facility. The incident revealed some security and safety issues, including training for staff in how to respond to a threatening situation.

Pathways for Women – Lynnwood, Washington

The Pathways for Women Transitional Housing Program is located in a shelter, the Homeward Bound Shelter. It consists of eight individual units, a common kitchen and shared bathrooms. Clients typically move from Pathways to the Trinity Place scattered site transitional housing program, which is a 24-unit apartment complex where they can stay up to 24 months. Clients must be income eligible (no more than 50% area median income), homeless, and have children. Program fees are 30 percent of monthly income.

Supportive services offered to clients of both the emergency shelter and transitional housing programs are:

- Family advocacy
- Individual and family counseling
- Support groups

- Legal advocacy
- Parenting classes
- Children's groups
- Liaison with school district, teachers, counselors, principal
- Life-skills training
- Job readiness- resume assistance, referrals to GED programs
- Displaced homemakers program
- Transportation, bus tickets distributed, gas vouchers

When clients move to Trinity Place, they continue to receive intensive case management and services from an on-site mental health clinician. Outpatient substance-abuse and/or mental-health treatment is recommended when a formal diagnosis is present. If substance-abuse/mental-health issues have been experienced in the recent past, participation in treatment is required.

Funding for the transitional housing programs comes from a HUD Continuum of Care Grant, Sound Families (Gates Foundation), state Housing Trust Fund, and Snohomish County. Community partners are other social service agencies, the local housing authority, substance abuse/mental health treatment providers, the police department, Child Protective Services/Child Welfare Services, Department of Health and Social Services, TANF, members of the community, and local businesses. Snohomish County has recently implemented a "2-1-1 Community Case Management System," a web-based call center that is a single point of entry. The call center is staffed by Volunteers of America and local social and health services providers and is a centralized wait list for those needing shelter.

Program evaluation is extensive. Internally, lead staff complete random file audits for quality control several times during the year. Funders perform annual external audits as well. Snohomish County conducts an annual program audit and facility inspection, and the Whitehorse Foundation (part of the Gates Foundation), reviews financial information and evaluates the agency on its cost of services. Staff conduct a six-month follow-up with clients over the phone to assess whether the client is maintaining independent living status, is gainfully employed, and is making healthy decisions for herself and her family.

Both the Pathways and Trinity Place programs have found that communication and building relationships in the community are important and that partners provide valuable support. A strong relationship with local housing providers has also been important to the success of the program. Finally, program staff say it is important to allow clients to establish their own goals, develop a treatment approach that is individualized, and to have access to services that are tailored to their needs.

Common Themes

Transitional housing programs vary with regard to eligibility requirements, operating strategies, and services. However, most programs that serve victims of domestic violence and sexual assault share the following: a link to a domestic violence shelter with a shared mission/philosophy, requirements for rent payment and a tenant agreement, a range of targeted services, leadership opportunities for tenants, community partners, multiple

funding sources, and an evaluation component. The sections below discuss these and other key program attributes.

Program Operation

Typically, the emergency shelter, transitional housing program and associated administrative space are housed within the same building or adjacent buildings. A nearby, but separate, building for the transitional housing program may have some advantages. This offers staff ready access, while separation from the shelter helps give residents a greater feeling of autonomy and privacy.

Scattered site programs using buildings dispersed throughout the community are more challenging to supervise and secure, but may encourage tenants who have sufficient skills and stability to feel and act more independently. Scattered site housing may be owned by the service provider or leased from private owners, local for-profit housing developers or nonprofit housing corporations.

Typical Caseload

Program and facility size vary, resulting in different staffing levels. However, there is some consistency in staff-to-participant ratios. The average caseload for a full-time employee working is eight to ten families, assuming the position has few other duties. On occasion, staff time will be divided between duties in an emergency shelter, children's services, and case management or transitional housing participants, and in these situations the caseload is reduced.

Facility Size

It is common for programs to "start small," serving approximately 6 to 10 families, then expand as resources as management capacity allow. Of course the physical structure of the facility is another determinant of program size. So, too, is the organization's capacity to provide critical services to residents.

Safety

Transitional housing for domestic violence victims must be secure. Unobstructed visibility, access to ground floor or unsecured windows, proximity to other structures, operational security systems, and an emergency response plan, and coordination with local police departments are all important considerations. Access to safe, reliable transportation is often important for residents to maintain steady employment.

Duration of Services

The average stay in transitional housing is twelve to twenty-four months. Length of stay is sometimes bound by funding requirements. However, flexibility to make allowances for individual cases can be an advantage, particularly where there is a long wait list for HUD Section 8 vouchers.

Target Population

Successful programs clearly define whom they intend to serve based upon the skills and capacity of the organization to address specific client needs. This process begins with a clear declaration of program mission, philosophy, operating strategy and goals. However, the definition of the target population may also be

affected by the physical attributes of the facility and the nature of potential inter-agency collaborations. When defining its target population, the program should address how preference will be determined in the event that demand for space and services exceeds supply. The referral and intake process should follow consistent policies and procedures so as to avoid giving unintended preference to particular subgroups.

Program Eligibility/Termination and Graduation

Different funders have different requirements. For example, programs funded by HUD require that applicants be homeless prior to entry. TANF requires that programs serve families with children. Programs that involve partnerships with local housing authorities typically require participants to meet income eligibility guidelines.

In addition, transitional housing programs generally establish their own criteria for participants, such as a written application with personal and professional references, a source of steady income upon entry, and work history to demonstrate potential for economic self-sufficiency. Other requirements often address alcohol and drug use prior to entry. Some programs require that residents participate in certain supportive activities such as group meetings, counseling or job training.

It is critical for program operators to understand local landlord-tenant laws and to develop participant termination policies based upon these guidelines. Typical reasons for involuntary termination from a program include chronic nonpayment of rent, illegal behavior such as drug-use or prostitution, behavior that is dangerous or abusive to others, vandalism and damage to property, failure to pass health inspections, failure to pursue employment opportunities, failure to supervise other family members, and smoking in the facility.

Rent Payment

Most transitional housing programs require tenants to pay rent, which may be used to offset operating expenses for the building and/or supportive services. Several models have been followed for determining and collecting monthly rents: 1) Flat-rate rent is the same regardless of tenant income. This streamlines the rent collection and paperwork process, but may be viewed as inequitable if there is significant variation in participants' incomes. 2) Rent may be determined by percentage of income. This is the most common approach, and HUD guidelines frequently are followed. In either case, income set-asides may be used to insure funds are available for resident transportation, childcare and other living expenses.

Lease Agreements

Many transitional housing programs require participants to enter into a formal lease or lease-like agreement, depending upon whether the program owns or rents the housing units. These agreements are intended to protect both the program participant and the program in the event of damage to the property, eviction, or other landlord-tenant issues. Programs may also impose this requirement as a way to "mimic" the mainstream housing market, thereby promoting participants in their transition to permanent housing.

Types of Services

Victims of domestic violence/sexual assault and their families face a variety of issues that complicate the challenge of homelessness and call for specialized program design. Successful programs often provide support for chemical dependency, mental and emotional illness, learning/physical disabilities, economic

problems, parenting problems, childcare/transportation issues, cultural barriers, and other factors. Individual and group counseling, case management and advocacy, children's services, life-skills training, and coaching/mentoring may also be needed.

Supportive services may be provided by housing or shelter staff or through outside sources. Scheduling is an important consideration because participants are typically stressed and emotionally, as well as financially, fragile.

Below is a sample of supportive services that may be provided as part of a transitional housing program:

Individual Counseling

- Individual/group counseling
- Peer to peer counseling
- Domestic violence support groups
- Rape and sexual assault support groups
- Mental health therapy
- Parenting support groups
- Substance abuse support groups

Case Management and Advocacy

- Individualized goal setting, and achievement plan development
- Referrals to community resources (food, clothing, housing, childcare, public assistance, healthcare, substance abuse/mental health services, financial/legal assistance, etc)
- Active, collaborative relationships with social service and community-based organizations and for-profit companies (i.e. property management) to provide a variety of services to program participants
- Employment counseling
- Civil legal advocacy
- Accompaniment to various appointments (court, medical, etc)
- Follow-up, post-program "aftercare" services, 6-24 months

Basic Needs

- Food pantry
- Thrift shop or free clothing, shoes, purses, etc
- On-site healthcare clinic

Financial

- Rent subsidies
- Sliding scale childcare fees (in-house services)
- Childcare subsidies (off-site services)

Skill Building and Education

- Academic tutoring, GED preparation
- Budgeting and credit-repair courses
- Home ownership classes

- Life-skills (cooking, time management)
- Health literacy classes
- HIV/AIDS education
- Speech and hearing services
- Conflict resolution/communication classes
- Computer literacy
- Sobriety education
- Vocational rehabilitation/job-skills training
- On-site library

Family and Child Counseling

- Individual counseling
- Family therapy
- Support groups

Education

- Academic tutoring
- Summer reading programs
- Jump Start (toddlers)
- Head Start (3-6 year olds)

Childcare and Recreational Activities

- General childcare and after-school care
- Arts and crafts
- Field trips and outings
- After-school activities for all age groups
- Summer camp

Leadership Opportunities

Leadership programs for transitional housing participants are not offered in every program. However, some consider them an innovative way to increase participant involvement in the facility, the managing organization and, occasionally, the broader community. Following are a few examples of leadership opportunities that have been developed by transitional housing programs:

Resident Management Organization (RMO) – serves as a liaison between residents and management. Acts as a board, with members sitting as officers and a chairperson. May organize committees for welcoming, communications, special events, services, fundraising, peer review, and other functions.

Floor Representatives – residents may be designated as responsible for the general safety and maintenance of their floor, to act as point-person for specific issues or to be the liaison between residents and program staff.

Residents' Council – typically formulated to be representative of the facility population with regard to age, race, sexual orientation, etc.

Community Involvement – through participation in groups outside the facility, such as neighborhood associations or other social service organizations or advisory boards, mentorship programs, or other volunteer opportunities. One goal is to network and increase access to community resources and potential employment opportunities.

Community Partners

Collaboration with local agencies and businesses allows for a wider range of services and is often critical to success of a transitional housing program. In addition, funders often require collaborations and partnerships to verify that there is local need for the program and ensure that all available resources are being leveraged. Typical collaborations include local homelessness coalitions, municipal and state agencies that may have access to resources for the program, public housing authorities that offer rent-subsidy programs, nonprofit housing developers, property management organizations, and other social service providers serving low-income households.

Funding

Transitional housing facilities typically find that tenant rents contribute minimally to overall costs. Diversified funding improves long-term stability. A few of the many potential sources of funds for a Juneau program are: the Federal Home Loan Bank's Affordable Housing Program, the Low Income Housing Tax Credit (LIHTC), US Department of Agriculture's Rural Housing Services Community Facilities Program, the Section 15 Rural Rental Housing Program, Community Development Block Grants, and the Home Investment Partnership Program (HOME).

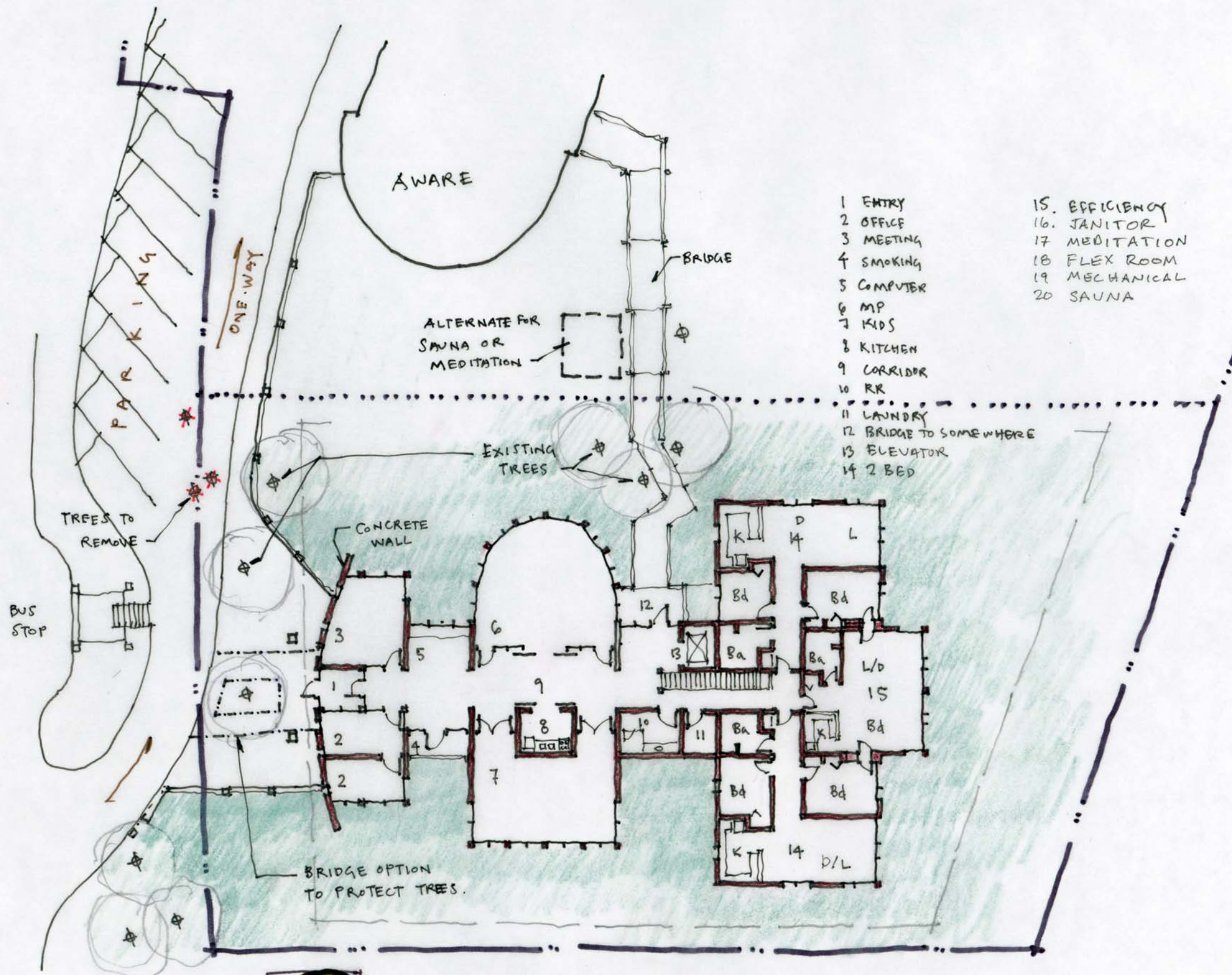
The HUD McKinney-Vento Supportive Housing Program is one of the most versatile funding streams for transitional housing providers because funds can be used for various types of capital and operating costs and support services, including acquisition and rehabilitation, new construction and leasing of facilities, childcare, employment assistance/counseling, outpatient health services, food and nutritional counseling, case management, assistance in providing permanent housing, security measures, mental health services and medical assistance, and other services.

Program Evaluation

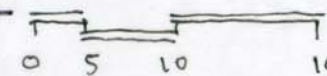
There is no standardized approach to evaluating transitional housing programs. Evaluation activities tend to fall into two categories: evaluation of the program and evaluation of the participants. Methods for collecting and analyzing information differ according to the focus.

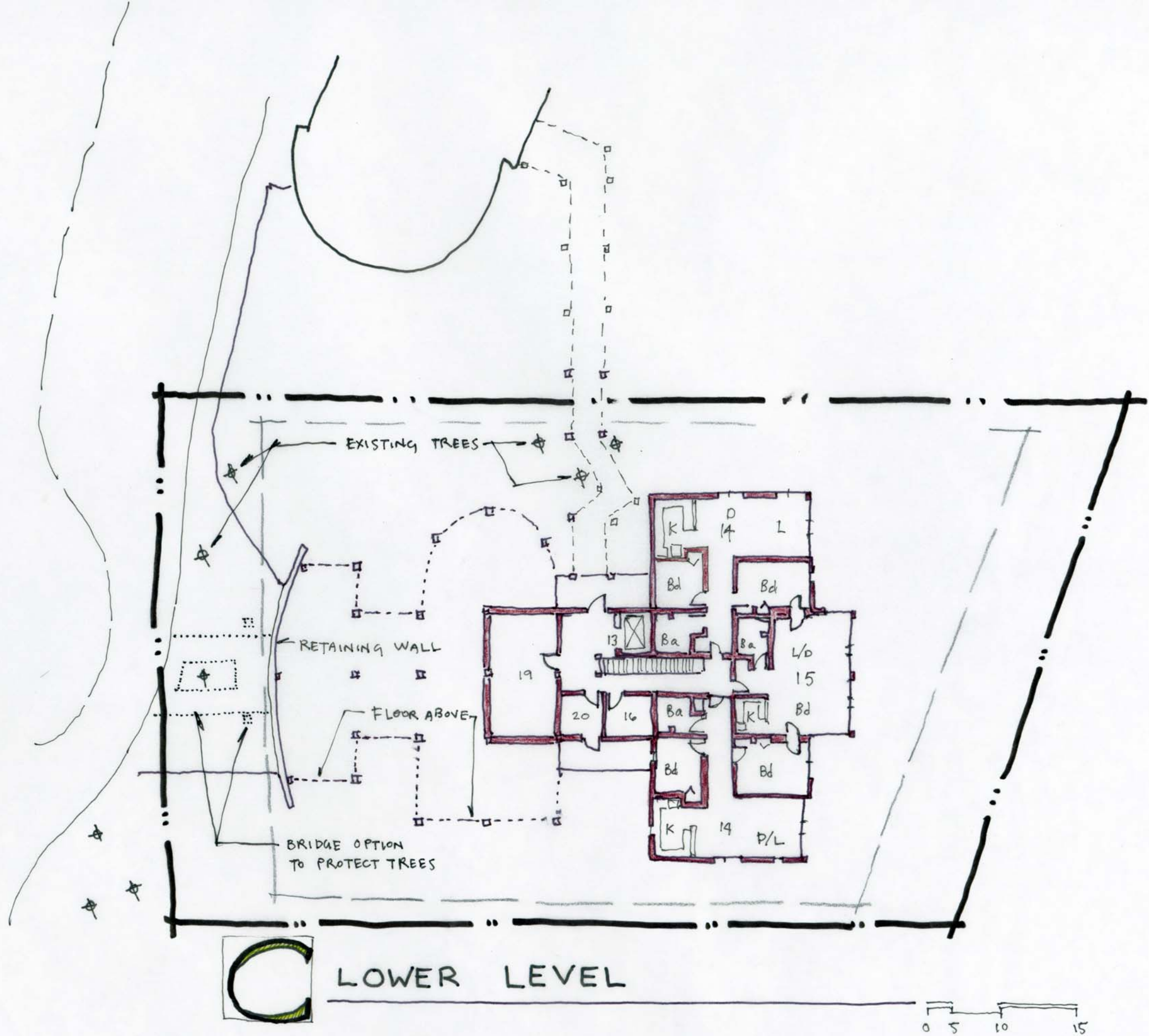
Evaluation of the program often rests primarily on exit interviews, case management records that track individual resident goals and achievements, and records of resident meetings, if applicable. Evaluation might also include monthly or quarterly staff meetings to gather and analyze information about program effectiveness. Interviews conducted with existing programs for this report revealed an overall lack of long-term outcome evaluation, though a few programs conduct telephone call "check-ins" with former residents.

Evaluation of the participants is a more clinical process that must be designed for the specific target population and menu of services.



UPPER LEVEL

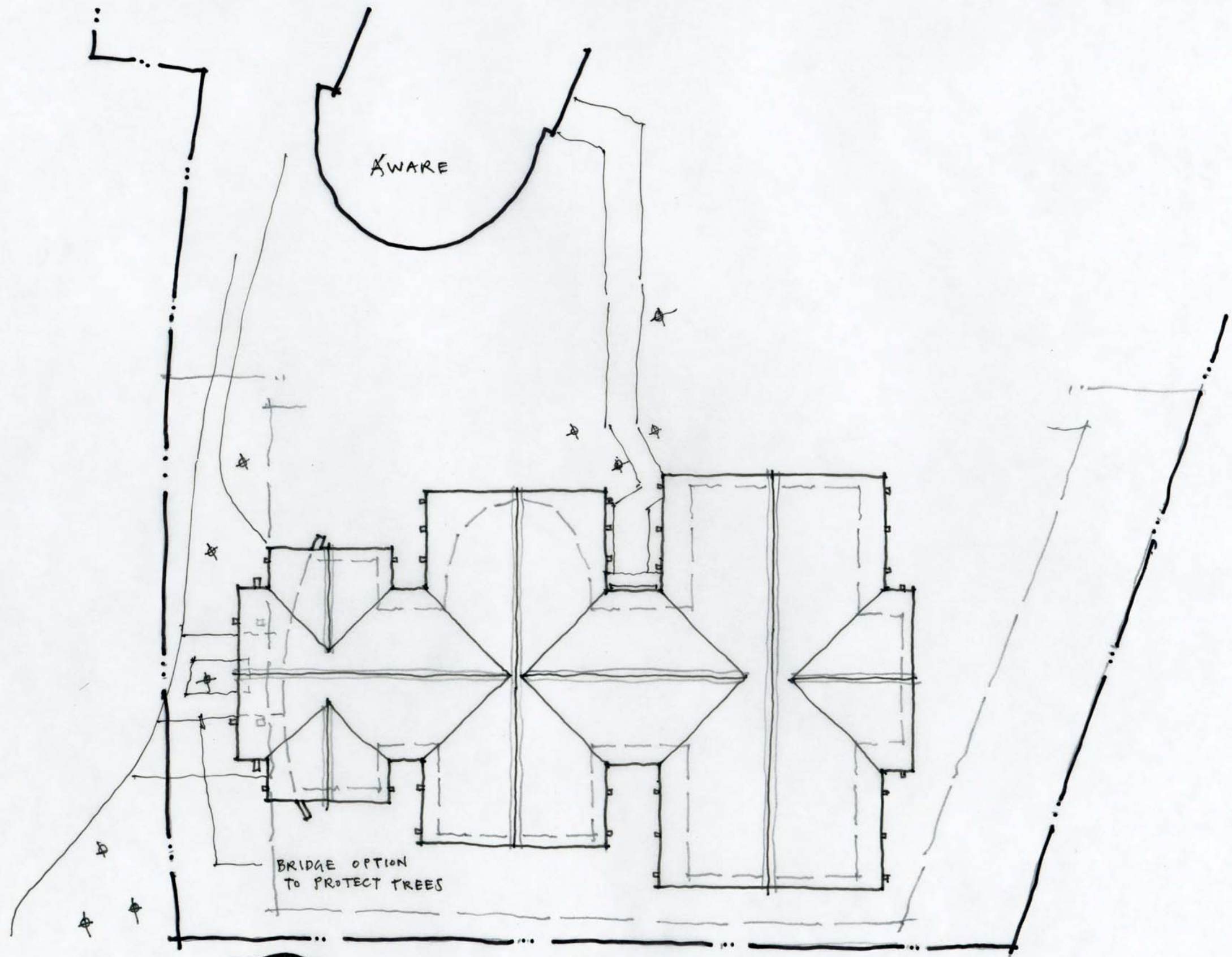




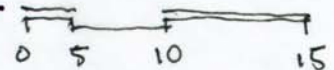
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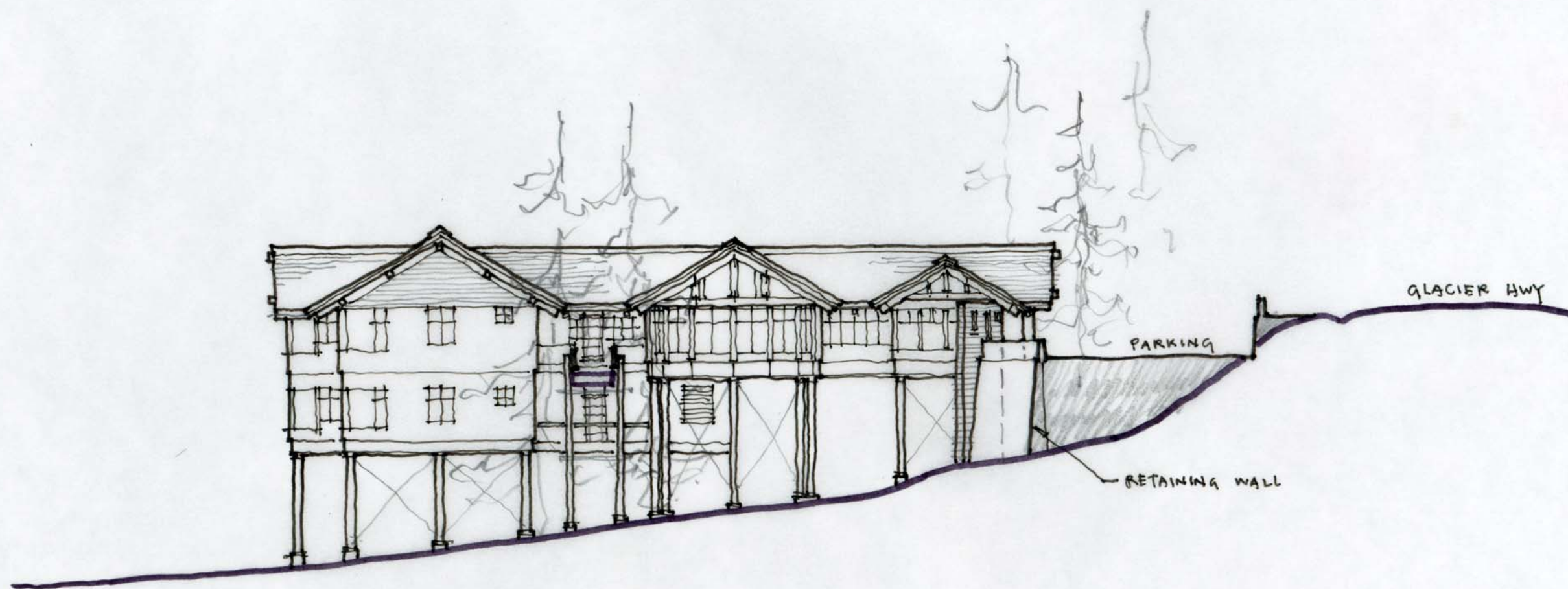
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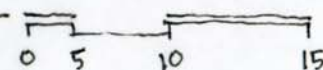


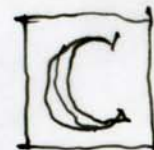
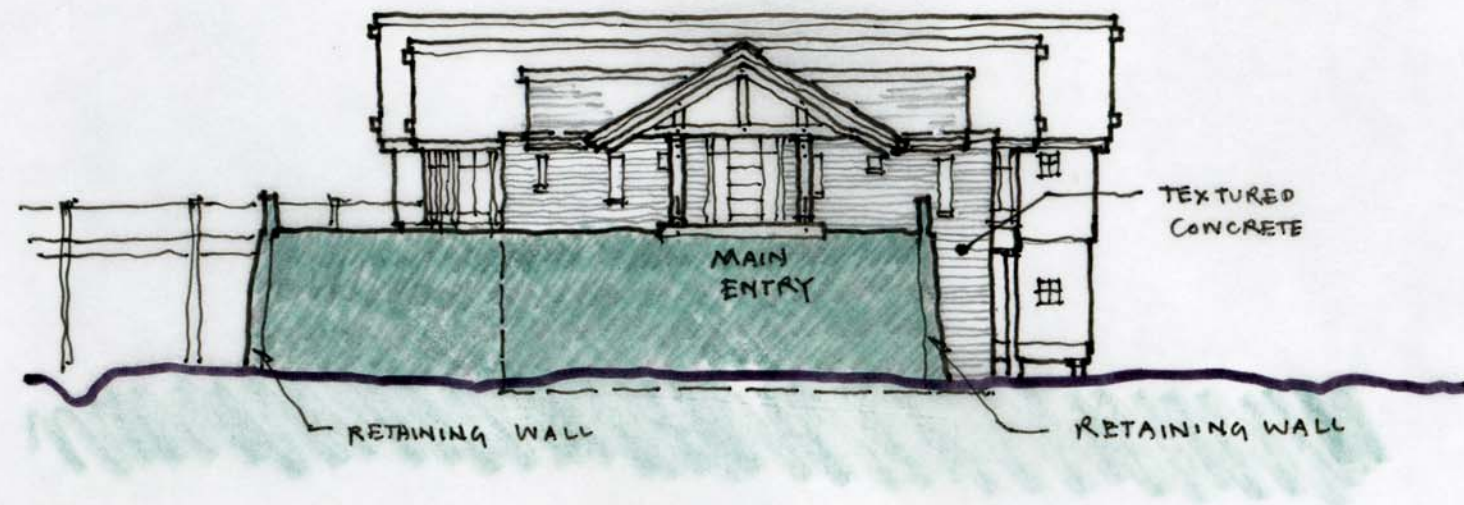
ROOF PLAN





S. E L E V A T I O N





E. E L E V A T I O N